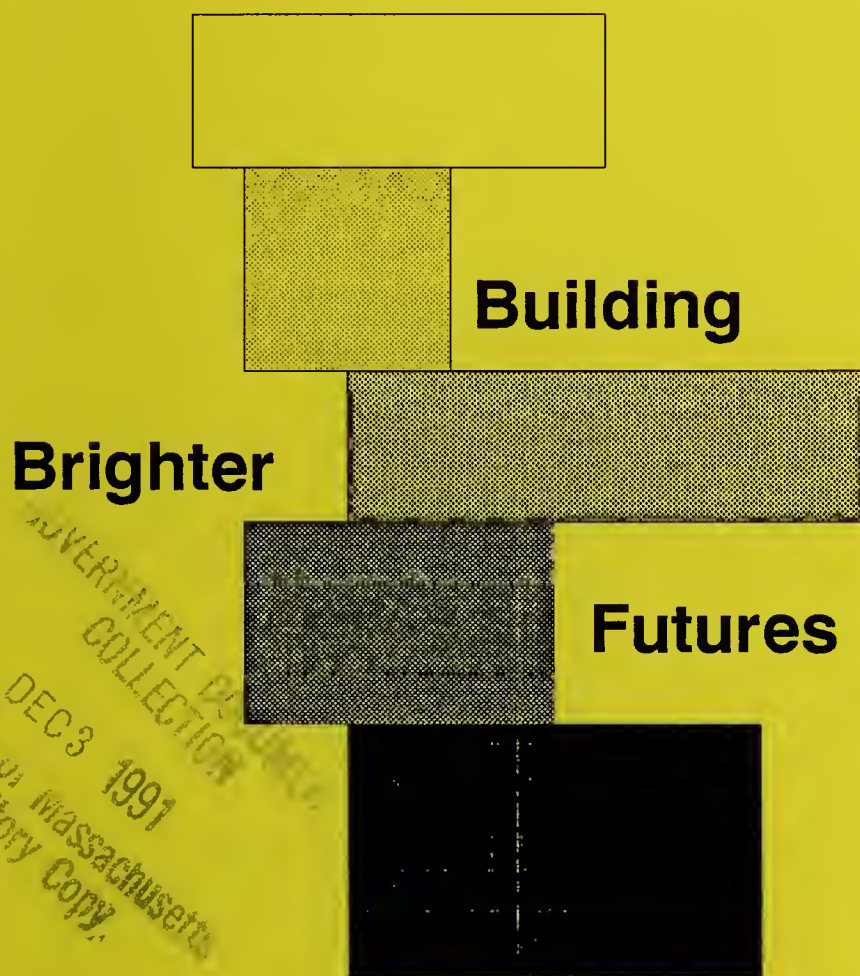


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Commonwealth of Massachusetts
Executive Office of Human Services
Department of Social Services



Annual Report
Fiscal Years 1987, 1988

Building Brighter Futures

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Commonwealth of Massachusetts
Michael S. Dukakis, Governor
Executive Office of Human Services
Philip W. Johnston, Secretary
Department of Social Services
Marie A. Matava, Commissioner

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A Letter From The Commissioner

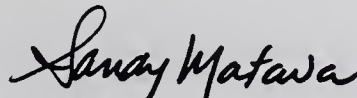
Dear Friend:

I am pleased to send you the latest Annual Report of the Massachusetts Department of Social Services. Fiscal years 1987 and 1988 were years marked with accomplishments and milestones in the area of child welfare as we completed our eighth year of operation as a separate state agency and begin our ninth.

This annual report strays somewhat from the usual format of charts and endless statistics. Instead, it focuses on people, people that work for the Department of Social Services as staff and foster parents. These aren't the stories you often read about on the front pages of your local newspapers but I thought it would be interesting to share them with you. We've selected a handful of stories to capture the spirit of the work we do at the Department of Social Services. I hope they will illustrate the complex issues we deal with everyday and the commitment of the individuals who are the front line of service to people with a wide array of needs.

Through the efforts of the people and programs highlighted in this report and thousands more, the Department of Social Services is dedicated to Building Brighter Futures for the Commonwealth's families and children.

Sincerely,



Marie A. Matava
Commissioner

"Through the efforts of the people and programs highlighted in this report and thousands more, the Department of Social Services is dedicated to Building Brighter Futures for the Commonwealth's families and children."

.... by providing safe nurturing foster care placements

It's 2:50 p.m. at a cozy stucco home on the Quincy shore. A young boy and girl descend a spiral staircase from their naps, an infant begins to stir in a crib in the corner of the dining room, a young boy comes in from the backyard, a little girl gets of the school bus from day care, a twelve-year-old boy comes in the back door and and a seven-year-old girl comes in the front door.

This is the Marshal house on a typical afternoon. Skip and Doris Marshal have been foster parents for over 24 years, providing a warm, nurturing environment to some 300 foster children and eight of their own. "I had a friend who was a foster parent and told me I should look into it," said Doris "I've always enjoyed taking care of kids."

The enjoyment Doris spoke of 24 years ago spawned into a career of devotion and commitment to some of the state's most needy children. Prior to 1976, the Marshals did a lot of emergency work, initially took infants and worked into teenagers. In 1976, they re-evaluated their positions and thought about how they might be most useful. Since then they have only taken special needs children, primarily infants.

Steven, an infant abandoned at birth and inflicted with apnea, spent his first eight months with the Marshals a short time ago. He was attached to a machine that sounded an alarm when he stopped breathing. The Marshals provided the constant care and love Steven needed to begin his life. At eight months, he was adopted. "To hand Steven to his new father, who had tears in his eyes, was a happy moment," said Doris. "That's what makes it so enjoyable."

The Marshals currently have five foster children in their home in addition to three of their own. One of the foster children, now seven, has been in their home for five years and the Marshals plan on

taking guardianship of him.

Vice President of the Massachusetts Association of Professional Foster Care (MAPFC), Doris has long been interested in what she terms the "foster parent revolution". She says since the early 70's foster parents have expressed a need to meet and a desire for training. She credits Massachusetts with getting on the right track. "Foster parents are now trained and are even trainers, MAPP (Massachusetts Approach to Partnership in Parenting) is the most positive change I've seen," according to Doris. She hopes the state is empowering foster parents to do things on their own and say no when they can't. Doris feels Massachusetts has come a long way in making foster parents an integral part of the treatment team for these children.

Asked why she stays so involved, she says, "To think you've made some effective change in a child's life whether it be a little minute nothing or a great big something, being able to make some slight impression in a little kid's life ... that's what keeps me in it."

**"To think you've made some effective change in a child's life ... that's what keeps me in it."
Doris Marshal**

A Comparison of Children In Foster Care

	1980	1986	1987	1988
Number of Foster Children	7593	6001	6198	6632
Average # of years in Foster Placements		2.5	2.5	2.3
Children in Foster Care More than five years		20%	9%	8%
Returned to Parents from Foster Care		36%	61%	56%



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On May 7, 1988 Jan and Bob O'Reilly, foster parents shyly acknowledged an ovation from the crowd at the annual Foster Parent Recognition Brunch after Commissioner Marie Matava read a story of their miraculous work with a young boy inflicted with AIDS.

The O'Reilly's have cared for over 225 children since 1966. They have provided a warm, loving home for some of the most needy children and have provided constant medical care for children who otherwise would have to be confined to a hospital. The O'Reilly's avail themselves of whatever medical training is available to provide appropriate care for these very sick children, like Juan, in their home.

Juan's mother was a drug addict. When he was one, the O'Reilly's learned that Juan had AIDS; Jan spent hours and days at Children's Hospital learning complicated medical procedures that Juan needed for feeding and medication. Children's Hospital doctors credited Jan's untiring devotion to this youngster with increasing the quality and duration of Juan's young life. In February of 1988 the AIDS virus won out. Many people attended the funeral to acknowledge their admiration for the O'Reilly's.

This is not only a story about a devoted couple who gave so much of themselves for this youngster, but a story of a community that reached out and banded together to help the O'Reilly's and Juan cope and endure an extremely difficult situation. Social workers, respite workers, hospital personnel, the local fire department and many other community people joined in the efforts to care for Juan.

In a letter from the school department in their hometown, the superintendent summed up the admiration for this couple, "They have successfully fostered many children, some of which they adopted, some of whom died because of disease or ill-health. They are both tender and caring people. This home is a very unique home, providing a warm, loving atmosphere for multiply

handicapped children. For their part in touching the lives of many children, Mr. and Mrs. O'Reilly have my respect and admiration." The Department of Social Services shares in that respect and admiration.

"This home is a very unique home, providing a warm, loving atmosphere for multiply handicapped children. For their part in touching the lives of many children, Mr. and Mrs. O'Reilly have my respect and admiration."
School Department

Accomplishments in Foster Care

- - During FY 1987 foster care rates were increased to the 1986 USDA standards for the daily cost of raising a child: \$15.95 per day for children 13 and older and \$12.94 per day for children 12 and younger. Also during FY 1987, the foster care clothing reimbursement was raised to \$544 annually for children 13 and older, \$358 annually for children 7 through 12, and \$214 annually for children up through age six.
- - The quality of foster care in Massachusetts has been enhanced with the continuation of a pilot program called P.A.C.T. (Parents and Children Together) that began in January of 1986. The purpose of the project is to establish a system to identify the specialized needs of children, acknowledge the skills of foster parents and compensate these foster parents for providing intensive services to children in specialized foster care. P.A.C.T. can enable children to return home more quickly, help adolescents and teen mothers in foster care to develop the skills to prepare them for independent living, or allow children who might otherwise be hospitalized (i.e. AIDS children) or institutionalized (i.e. severely physically or mentally disabled children) to live in a home environment. During FY '88 these pilots were expanded to cover nearly half the Commonwealth.
- - In April of 1987, the Department of Social Services was named the "State Agency of the Year" by the National Foster Parent Association.
- - In January of 1988, the Department received the Successful Initiative Award by the American Public Welfare Association for its foster care system. In his letter notifying the Department of the award, A. Sidney Johnson, III, Executive Director of APWA, called the Massachusetts Foster Parent Recruitment Campaign, "One of the best public human services programs in the country".



.... by giving adolescents a chance to positively grow and develop

Two young girls, just short of their fifteenth birthdays, showed a guest around the "Village", an adolescent diagnostic center and emergency shelter run by YOU, Inc. of Worcester and funded by the Department of Social Services. They talked about a typical day including schooling, working out in the weight room, hanging out with other kids, occasional field trips and getting to go on Friday night to the mall. They talked about the Sunday night lip sync contests where they are known as "Sugar 'n Spice" and entertain the other kids at the Village. They talked about their futures. "I want to be a singer," said one. "I'm going to be a hairdresser," added the other. And they talked about going home. After they leave the Village each will spend about a year in a residential program with home visits on the weekends and then return home.

These girls are two of nearly 14,000 adolescents currently on the DSS caseload. Troubled adolescents are a difficult population to service, their problems ranging from drug and alcohol dependency to delinquency, pregnancy, and suicide. Within this population, there are a small number of especially troubled youths who may require very intensive services in a secure residential environment. Adolescents come to the Department in a number of ways. Some are referred to DSS by the courts under the CHINS (Children in Need of Services) program in the hopes of deterring future criminal activity, others are placed voluntarily by their parents who have been unsuccessful in handling their problems, and others have had unsuccessful foster placements as a younger child and continue to need a more structured placement.

First funded in FY '85, DSS now provides 89 assessment/diagnostic and treatment slots in staff secure residential treatment centers operated by contracted social service agencies such as YOU, Inc.

These programs serve the most difficult adolescents in the caseload, providing short and long term residential services with a preventive orientation to reach these teens before their behavior carries them to the criminal justice system.

The Village is a 12 bed program located in Worcester. It began in 1979 as a runaway shelter and developed into a diagnostic center as the need to plan a treatment strategy for this population emerged. It moved to its present location in 1985. Funded through a Worcester Housing Grant, the new building was designed specifically to be an adolescent program.

The Village has 8 beds for 30 day assessments and four beds for 90 day assessment. The diagnostic assessment includes psychological testing, psychiatric evaluation, physical exams, psycho-social family history, educational assessment, behavioral evaluation, individual and family therapy, advocacy referral and placement. It is intended that this period will lay the groundwork for future treatment of the adolescent.

YOU, Inc. has become well known and well respected for their program for adolescents. "Adolescents are a tough population. We'll take any kid and try to work with him. We might not succeed but we'll give it a shot," said Bowie Johnson, clinical supervisor. She spoke of a boy that ran away five times and they still are trying to work with him hoping that at some point it will work. The philosophy at the Village is that the counselors are continually interacting with the kids. Counsellors not only spend time counselling but also spend time doing leisurely activities such as cards and basketball.

Facilities such as the Village are one way the Department seeks to address the needs of the adolescent population. The agency is continuing to look for innovative ways to serve adolescents.

.... by finding permanent homes

A 19-year-old mother sat crying in the Fitchburg Area Department of Social Services office, "I want to be somebody, I want to have someplace to live," she said. Annie De-Martino, DSS Homeless Specialist, put her arm around her, told her to stop crying and said, "You are somebody, you're just having a few problems. But I think we can work them out."

Annie has been working with the homeless in the Fitchburg Area for three years. When she began, there were 40 welfare families living in hotels. Today, there are no families living in hotels and only a few families who reside temporarily in a nearby shelter. Annie's successes come from a number of factors: her ability to deal with area landlords, a strong relationship with the local welfare office and other social service agencies and what she calls "tough love".

In this three year stretch of time, Annie has placed over 500 families. What has been termed the Fitchburg model is a teamwork approach. Annie convenes regular meetings with area landlords and explains the program. They in turn keep her informed of vacant units and any problems with the tenants. The landlords have a responsibility to provide the apartment, the tenants have a responsibility to pay rent and take care of their unit, and Annie's responsibility is to be there for both of them.

Annie's knowledge about people comes from a lifelong commitment to helping others. Born in Ireland, she ran a home for unwed mothers in England earlier in her life. She came to America 23 years ago. More recently, Annie worked in a halfway house and in 1983 was the co-founder of Safe Homes for Battered Women. She looks at her achievement with homelessness in Fitchburg as her greatest success.

Annie's accomplishments have been chronicled on the pages of many newspapers, on several

television news stories, including being named ABC News Person of the Week. In 1987 she was named the recipient of the Manuel Carballo Award for outstanding service in state government. In early 1988, she was featured in Governor Michael S. Dukakis' State of The State Address.

Though her successes have brought her much recognition, she is quick to say that the DSS successes with homelessness is high all over. She is one of 24 staff employed to help homeless families in FY '88. These DSS staff specialists assisted over 2,500 families in their search for permanent housing in FY '87.

Jack Spencer of the Plymouth Area Office is another of the 24.

According to Jack, there were 35 families in hotels in the Plymouth area two years ago. One client had lived there for over two years. Today there are few families, if any, that are forced to stay in these hotels. The average stay is now 20 days compared with six months two years ago.

In April, 1987, the first shelter to service the Plymouth area opened, greatly enhancing the area's ability to deal with homelessness. "The shelter serves as an alternative if community resources aren't there," said Jack. Located in Halifax, the shelter houses eight families. Their average stay is 35 days. During this time, staff work with the families to find permanent housing.

Jack is aggressive when it comes to helping the homeless. He sees his work as a partnership with the families. They have to show an interest in helping themselves. He is also a partner with the community.

Jack is inspired to continue his work in this area by the progress he and others like him have made.

"I've seen that we've made changes in people's lives for the better."

**"I've seen that we've
made changes in
people's lives for the
better."
Jack Spencer**

.... by protecting children from abuse and neglect

In the Department of Social Services' eight year history the agency has created, through careful planning, policy development, and revision, one of the best child protection systems in the country. This involves striking a delicate balance between protecting children and minimizing the intrusion into family life. This is not an easy task. Realizing the extreme sensitivity of these issues, the Department seeks to act with the highest regard for family privacy and with the greatest sense of compassion and professionalism in all of its actions.

The Commonwealth realized the need to more aggressively investigate allegations of abuse and neglect and protect children. The Commonwealth's child protection system is governed by Massachusetts General Laws chapter 119 sections 51A through 51F. The Department becomes involved with the filing of a so called 51A, a report of suspected child abuse or neglect. Any individual can file such a report. In addition, the law designates certain individuals as mandated reporters who must report. Once a report is received, a determination is made as to whether it should be screened in for investigation or not. The second determination is to whether the facts of the case constitute an emergency.

Once a case is screened in, an investigation begins. In an emergency case, the Department has 24 hours to complete the investigation. In a non-emergency case, the investigation is completed in ten days. During the investigation period, the investigator seeks to gather as much information as possible. This is done through interviews with parents or caretakers, children, teachers, medical personnel, the reporter and any other individuals who may have relevant information.

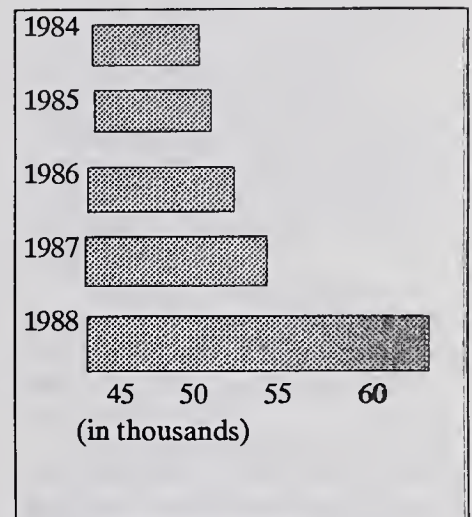
At the conclusion of the investigation period, the investigator in conjunction with a supervisor must

either support or unsupport the case. This decision is based on the careful consideration of information gathered during the investigation. If the allegations of abuse or neglect are supported, meaning that based on the investigation there is reason to believe abuse or neglect did occur, it becomes an open case. An ongoing worker is assigned and the Department begins to develop a plan as to how best to address the needs of the family. In addition to the supported decision, the investigator can also make the determination to name an alleged perpetrator. In the event that the case is unsupported, the family may request services on a voluntary basis if they wish.

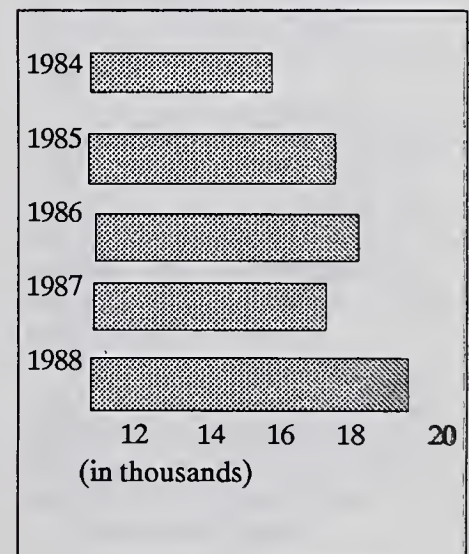
The Department of Social Services is a young and evolving state agency. The agency is continually confronting the ever increasing complexities of violence in families and looking to see how it can best fulfill its mandate of protecting children while intruding into family life as little as possible. Recognizing this dual mandate, the Department completed a thorough review of policies and regulations in FY '88 to determine if there are ways to be more respectful of parent's rights without compromising the critical need to see that children are protected. In the Fall of 1988, the Department introduced the new policies.

The major change added an automatic appeal process on every supported decision. The original decision will still be made after the initial investigation. However, during the 45 day assessment period additional information can be submitted and a second social worker will review the original decision.

Children Reported Abused or Neglected



Children With Supported Investigations



A diary:

Helping People Progress

by: *Marisa Giannetti*

The following is a diary of Maria Asselin's work day. The names of clients and other identifying characteristics have been changed to protect their privacy.

7:45 a.m. Asselin arrives at work, pours herself a cup of coffee and does some paperwork.

8:15 a.m. She drives to the Hill-McKnight neighborhood of Springfield to pick up a year-old baby who will have his weekly visit with his father today.

On the drive over, Asselin talks about her job.

Asselin said she finds her job "frustrating and rewarding" at the same time.

"It's frustrating 'cause I see kids that are not getting what they need, what they should be getting. It's rewarding because I get to see progress," she said.

Inside the tiny two-room apartment a young mother and grandmother hover over the toddler, who has diaper rash. The mother, who is nearly 21 and still in high school under state special education provisions for the mentally handicapped, has brought the child to the doctor and received some ointment for the rash.

"How did he get the rash?" Asselin asks.

Finally the young mother admits she left the baby's wet diaper on for an entire day last week.

On the ride back to the office, Asselin talked about the family situation. "It seems the grandmother and the father don't get along. There were screaming fights and the baby was in danger

We came in and provided services," Asselin said.

8:50 a.m. Asselin is back at her pink-hued office with the child waiting for its father to arrive. The child plays with some plants by the

fireplace.

The father arrives to pick up his infant son and is told to be back in the office by 2 p.m.

9:10 a.m. Asselin heads for the Sixteen Acres section of Springfield to pick up six children who have been placed in foster homes while their 30-year-old mother attends a residential drug rehabilitation program. Today is their day to visit their mother.

The children range in ages from 10 to 2 years plus a six-month-old.

"The parents were heavily drug involved. The kids were dirty, uncared for. Their hygiene was bad and two of them were sick." Asselin said.

The same week the children were removed, the house was raided by police and the father of the four youngest children was arrested. He is now in jail. Asselin said. It was nearly two months after their removal that the mother, Molly, came to DSS seeking her children and help for her drug addiction, Asselin said.

10:30 a.m. She and the children arrive at Marathon House, a residential drug rehabilitation program on Madison Avenue in Springfield.

Inside the house Molly is waiting for her children.

The five- and six-year old recite their ABC's in unison. The oldest child waits with a frown on his face as Molly reads his most recent report card.

Mother and child talk about baseball. His team has made it to the finals.

Upstairs in the bedroom, Molly shares with three other women, the walls near Molly's bunk are lined with crayon drawings from the children. Later in the visit they will draw more.

Molly talks about Asselin and

DSS.

"Maria's good. Personally she's helped me a lot and I appreciate that. Most people with their children in custody with DSS despise their social worker because they say 'Hey, they got my kids'. At first that's what I did. But I figured out what I'm doing and started to get it together."

"I'm lucky I've got a social worker that's open. That listens to me. It's not just like she's there to do a job. She's more like a friend too," Molly said.

"The kids all like her. They all

It's frustrating 'cause I see kids that are not getting what they need....It's rewarding because I get to see progress."
Maria Asselin

know her. I could tell if they weren't happy. They've been placed good in those foster homes. Hey, a little while ago I was just another dope fiend," she said.

11:50 a.m. It has started to rain as Asselin bundles the children into the car. Molly hugs and kisses them, holding the new pictures they have drawn.

1:15 p.m. Asselin is back in the office after dropping the children at their foster homes. She receives word from a local hospital that one of her clients, a nine-week-old preemie, who was born heroin-addicted, is ready to be released from the hospital.

She must make an immediate visit to the home to see if the living conditions are suitable for the infant. Asselin has never visited the home, never met the mother.

She is apprehensive.

after the father's day visit. The young mother is waiting on the porch as Asselin heads to her next visit.

The 19-year-old mother comes to the door. She has told hospital officials that she was using 4.5 bags of heroin daily during her pregnancy. She did not receive any prenatal care. The baby was born a month premature and weighed four pounds.

Asselin congratulates the mother on her new child and explains she is there to see the room where the baby will sleep. She tells the mother she wants to make sure everything is ready for the baby's arrival.

She leads Asselin through a maze of rooms that have been stripped down to the wallboard because they were found to contain lead paint.

The woman leads Asselin up a tiny dark staircase to a stifling attic. Furniture and tires are stored there along with two beds, a small bureau and a tiny fan. It is sweltering and dark, but neat.

"Are there any smoke detectors?" Asselin asked. There are none and no crib, no diapers, no formula. "You're not really ready for your baby to come home now are you?" Asselin asked.

She said she can buy everything she needs immediately.

Asselin suggests the mother voluntarily sign her baby into foster care for a week until she is ready to bring the infant home. The woman bows her head and shakes it. Her voice sounds panicky.

"My mother will kill me if my baby goes to foster care. I don't want anybody else looking after my baby," she said.

Asselin asked the woman how soon they could buy the necessary furniture and install smoke detectors. She said the baby could not possibly live in the hot, stuffy attic.

"It's a fire trap. There are wires everywhere and there aren't enough exits and the tiny staircase just won't do," Asselin said.

Cockroaches crawl in and out of the dresser as the three women stand in the heat of the tiny attic and go round and round with the conversation, trying to reach a compromise.

Finally it is agreed that Asselin will call the house at 3:30 p.m. to see how the arrangements are coming.

3:05 p.m. Asselin returns to her office for a conference with supervisor Mary Langford about the home.

Langford agreed that the child should not be allowed to return home from the hospital, but she cautioned Asselin to remain neutral.

"Make sure you don't put your own values on it. Maybe you wouldn't want your baby there but is it safe and okay for a baby? That's all we can ask," Langford said.

3:20 p.m. Asselin calls the hospital and learns the baby can remain there until Monday. "The crisis has been pushed back. I'm glad about that. It's been a wild week," Asselin said.

4 p.m. Asselin is ready to leave for the day but still has not reached the young mother with the heroin-addicted baby. Langford comes into the office seeking some overdue paperwork. "I promise I'll have it ready tomorrow before I go on vacation and I'll drop it by the office," Asselin said.

Asselin decides to drop by the young mother's house on her way home from work just to see how the search for the crib, formula and baby clothing is going. Asselin will also tell the mother that her child can stay in the hospital a little longer thus avoiding foster care for now.

Asselin has a headache. She is glad the day is over.

"It's funny. I don't think about time when I'm doing this job. I enjoy all different kinds of people and that's how I think about it. In people," she said.

Reprinted from the Springfield Union News.

.... by subsidizing quality, affordable and accessible daycare

Located in Lawrence, Massachusetts, Los Amigos Child Care Center is the result of extensive planning, training, and dedication on the part of social service professionals. It is the first day care enterprise in Lawrence to be controlled and operated by Hispanics and it boasts one of the finest minority child care training programs you'll find anywhere.

Early in 1985, with an increasing need for accessible day care in Lawrence's Hispanic Community, Community Day Care of Lawrence, Inc., a non-profit child care services agency, teamed up with the Lawrence Housing Authority, Executive Office of Communities and Development and the Department of Social Services to address that need. The plan was to establish a day care center in one of Lawrence's housing projects, staff it with carefully trained minority residents from the housing projects and the Greater Lawrence community and provide quality, affordable and accessible day care primarily for the housing residents.

At the time the project began, Los Amigos' soon-to-be Executive Director, Manuela Su, was working part-time in Community Day Care's Afterschool program and in the Lawrence School Department's Latch Key program. She was chosen to coordinate the new day care teacher training program at Community Day Care.

"Through the training program, I was able to put together a very capable staff for Los Amigos," said Su, sitting behind her desk, the sounds of children playing coming through her office walls. "We worked with the Lawrence Housing Authority and succeeded in reaching out to the Hispanic community to let them know there was an opportunity here for themselves and their children."

Offered in both Spanish and English, the nine-month training program offers the formal training

required by the state Office for Children and combines practical on-the-job experience with classroom instruction to give trainees the tools they need to provide quality day care classroom supervision.

The opportunity created by Su and others through this public/private partnership has meant employment in the child care field for many Hispanics, at Los Amigos and elsewhere. It has also meant the addition of 40 day care slots for children 3-5 years old and an afterschool program at two other locations for 32 additional children ages 6-12. For those parents eligible for state subsidies, day care costs are tied to a sliding fee scale based upon family size and income.

"It's taken time for parents to realize we are here," said Su. "Now, parents have heard about us and like to send their children here because our program is bilingual. I think they also feel our teachers can better understand their concerns."

In Los Amigos' playroom, the level of activity heightened as the teachers began to set the tables for lunch. Unlike their four and five year old classmates, the three-year-olds seemed content to continue reading stories until they were called to the table.

Outside, the rain limited activities to indoors, but the playground equipment could wait for a sunny day. Vandalism to Center equipment, once considered a probability, has not occurred. "The residents take care of their space - which is nice," said Su enthusiastically.

If one of the obstacles to economic freedom for today's family is the lack of quality, affordable and accessible day care, the innovative Los Amigos Child Care Center continues to spare many Hispanic families in Lawrence from the consequences of that dilemma.

Daycare Slots

	Fy 87	Fy 88
Subsidized	25,627	28,884
Contracted	17,508	18,451
Voucher	8,119	10,433
Supportive	3,984	4,214
Teen Parents	0	105*

*An additional 200 slots are currently planned.

Accomplishments in Day Care

- In Fy '85 Governor Dukakis established the Governor's Day Care Partnership Initiative. During the initiative period (Fy '85-'87) and through Fy '88 the DSS Day Care budget rose from \$65.3 million to \$122 million, an 87% increase.
- The Department utilizes two major delivery systems for subsidized day care - contracted and voucher. During Fy '87 and '88, contracted and voucher comprised 95% of all subsidized day care spending.
- Salary upgrading is viewed as a major accomplishment of the Partnership Initiative. In Fy '87, day care salaries were raised an average of 32% to a high of \$16,600. Today the average salary of a day care worker is \$18,666. In addition, the daily rate paid to family day care providers has increased from \$8.50 per day in Fy '85 to \$15.47 per day in Fy '88 for each child receiving subsidized day care.

.... by maintaining well trained staff and foster parents

In order to affect a positive change in people's lives and help in building brighter futures for them, it is essential to establish and maintain a qualified and well-trained workforce. The Department of Social Service's established the Social Work Training Institute to ensure that employees receive the most comprehensive training with the most up-to-date information available in the field.

The Department conducts ongoing training through its Social Work Training Institute, Family Resource Unit, the Professional Development Program, and clerical training. In FY'88 3,509 people participated in the Social Work Training Institute and 2,400 staff and foster parents participated in Family Resource Training.

The Social Work Training Institute trains over 400 new social workers each year in its pre-service training program. Spanning 11 days, the pre-service training consists of an extremely intense agenda. It covers every conceivable topic a social worker will encounter on the job from case practice and policy to employee benefits.

Before, during, and after a recent pre-service training session, three participants spoke briefly about their thoughts on becoming a social worker, training, and their hopes to positively intervene in the lives of others. They are Ceila Santos, Brockton Area Office; Steve Noel, Lawrence Area Office; and Michelle Ewing, Dimock Street Area Office in Boston.

Celia Santos, 32, from Taunton, came to work at the Department of Social Services after taking a brief reprieve from social services working in a law firm. Prior to that, she was the assistant director of the Plymouth County Rape Crisis Center. "I am here because this is what I do best, I work well with people," she said. Prior to the training she was a little apprehensive and wondered about the unknown and

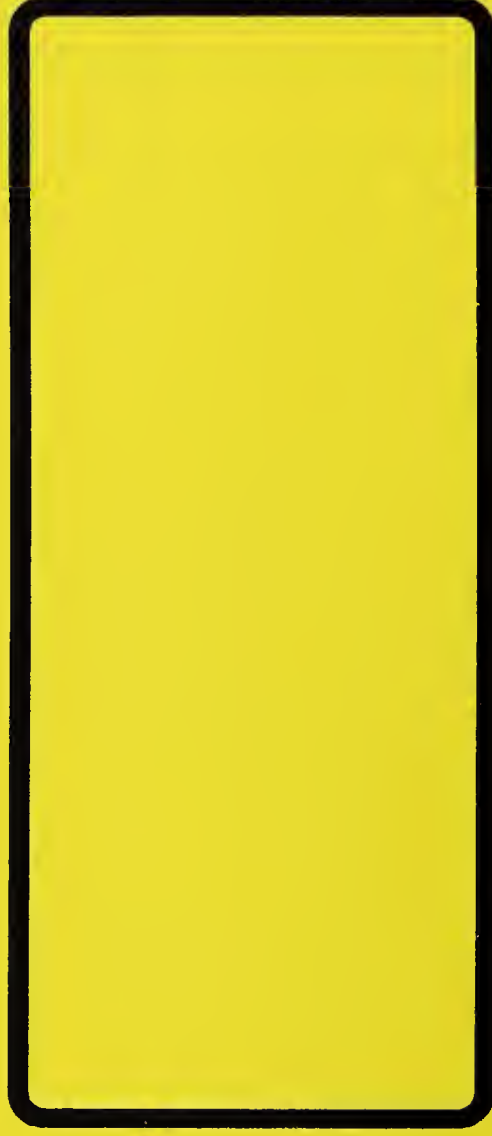
the unexpected. After completing the 11 day training she says it took away some of the fears she had and she was able to take back a lot of information to help her deal with her caseload. "If I've accomplished one small issue that's been burning on my caseload, I feel great," Celia said.

Steve Noel holds a Master's Degree in Education and most recently worked as a real estate broker after years of being a special needs teacher. He gave up teaching to try the business world and found out it wasn't for him. "The business world is competitive, at DSS everyone has a common goal," Steve said. Overwhelmed initially, Steve said the training was invaluable, "You really need to learn the nitty gritty stuff that's going to get you through the job."

Michelle Ewing, a 24-year-old Ohio State graduate, came to Boston as part of a church training program to be a member of a mission team. Her long term goal is to perhaps go to Africa to help the needy. In the mean time, she is working as an ongoing social worker. "I came to DSS for the challenge. I knew DSS is one of the most challenging social service jobs and I figured if I could conquer this job, I could conquer anything," she said with the same enthusiasm she exhibits in class discussions. She also spoke about the incentives of working for DSS, "I can see a lot of upward mobility, that's an incentive."

"I came to DSS for the challenge. I knew DSS is one of the most challenging social service jobs ..."
Michelle Ewing

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